

Team Performance & Transformational Leadership: Understanding Impact of Teamwork Processes on Team Performance

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ABSTRACT

Purpose: In the past many concepts have connected many aspects of team performance with transformational leadership. Some studies discussed about improvement in multiple function process of team innovation, with the help of transformational leadership dependence, whereas, some study elaborated improvement in skills of team decision making through the transformational leadership use. Moreover, studies also gave a general concept that how transformational leadership can interconnect with and impact team elements like conflict management and cohesion, but authors not presented any testable and specific argument or hypothesis. **Methodology:** This study was based on literature review methodology. In this study literature relevant with team performance, transformational leadership, teamwork processes were studied. **Findings:** After studying relevant literature study found that, conflict management, communication and cohesion are vital elements of teamwork processes. Some authors accepted that there may be several other elements of teamwork processes affecting performance, but these were empirically justified and well developed teamwork processes. Finally study concludes that, positive team conflict management actions will predict positive team performance, prompt and open communication will predict positive team performance and cohesion of team will predict positive team performance. **Implications:** Better understanding in relevance of team performance, leadership and teamwork processes, may have distinct practical impact on issues related with teams like structure, selection and training of team, team consensus and decision making strategy. Study included just three elements of teamwork processes. It is obvious that, there are more elements occupying separate crucial areas having sub skills and concerning efficient teamwork. Such elements are also need to be studied, which this study have not included, as these variables have potential to impact on total performance of team. **Originality:** A complete and thorough literature relevant with concept and theory base association of teamwork processes and transformational leadership developments is in very scarce. This study will contribute in the relevant literature. This is an original work of author and all the references are duly cited.

Keywords: Team Performance, Transformational Leadership, Teamwork Processes, Conflict Management, Communication, Cohesion etc.

INTRODUCTION:

Sensitivity and enhanced variability requirement, and quick and frantic speed of service or product growth has generated tasks which are proving very complicated and lengthy for completion and personal care, (Swezey, R.W. & Salas, E., 1992), (Katzenbach, J. , 1998). Market globalization, obtainability of information with regards to volume and speed and enhanced competitiveness have converted the enterprise's way of replying and working, (Katzenbach, J. , 1998). Due to the reason that teams can deliver a coordinative and directed effort for facing complicated task distress, enterprises around the globe have distinctly enhanced their reliance on teams, (Salas, E., Dickinson, T.L., Converse, S.A. , & Tannenbaum, S.I., 1992), (Montoya-Weiss, M.M., Massey, A.P., & Song, M., 2001). Though the dependence on the teams have enhanced heavily, since start of 80s, the research studies covering growth of teams are not able to be with the increasing requirement for getting knowledge about, high efficient performing achievement of teams, (Tannenbaum, S.I., Beard, R.L., & Salas, E. , 1991), (Stout, R.J., Salas, E., & Fowlkes, J.E. , 1997). Though in the study literatures of transformational leadership high level personal performance achievements are researched in large numbers, (Bass, B.M., 1990), (Bass, B.M., Leadership and

Performance Beyond Expectations, 1985), (Avolio, B.J. & Yammarino, F.J. , 2002), high level team performance are not researched in as much large numbers, (Bass, B.M., Avolio, B.J., Jung, D.I., & Berson, Y, 2003). Hence, studies show that team performance and transformation leadership is the area having scope of further study.

LITERATURE REVIEW:

Team Performance:

This concept is majorly a modified concept based on Japanese management model given by Edward Deming, (Dess, G.G. & Miller, A., 1993), the eighties decade saw the production of modern corporate culture, motivated employees, customer service, valuable quality and flexibility. The movement relevant with Total Quality Management, stressed by Deming concentrated on improvement of the process continuously realized through empowered employees, quality circle and quality management.

Teams are protuberance of the process of quality management, which go far away from trends of empowerment and quality circle that got popularised in eighties, (Dess, G.G. & Miller, A., 1993).

With true training and efficient utilization, (Tannenbaum, S.I., Beard, R.L., & Salas, E. , 1991), (Stout, R.J., Salas, E., & Fowlkes, J.E. , 1997). Teams may lead to innovation, creativity, enhanced morale and productivity, (Modrick, J.A., 1986), (Dess, G.G. & Miller, A., 1993).

Team performance is addressed in the literature as a general frame which include resources as inputs, collective efforts as processes and particular performance indicator as outcome, (Hackman, J.R. , 1992), (Guzzo, R.A. & Shea, G.P., 1992). Since, particular performance indicators and resources availability may change team to team. Featuring team performance as process oriented concept is not new matter in literature relevant with team performance, (Klimoski, R. & Mohammed, S., 1994), (Glickman, A.S., et al., 1987), (Salas, E., Dickinson, T.L., Converse, S.A. , & Tannenbaum, S.I., 1992).

In addition to other things, team process based performance can consist of quality of inter personal relation and collective effort level disbursed, (Klimoski, R. & Mohammed, S., 1994), this is same as 'team work' concentration on performance as against on 'task work', (Glickman, A.S., et al., 1987). Presenting team performance as process of team work concept makes theoretical link relevant with interpersonal based process which may usually present in all teams, like, cohesion, management of conflict and communication.

Transformational Leadership:

The base of transformational leadership lies on the concept which is referred to as 4 I's of transformational leadership, (Bass, B.M. & Avolio, B.J. , Improving Organizational Effectiveness Through Transformational Leadership, 1994), that consists on the 3 elements as, individualized consideration, intellectual stimulation and idealized influence, (Bycio, P., Hackett, R.D., & Allen, J.S., 1995); (Bass, B.M., The inspirational process of leadership, 1988); (Avolio, B.J., Bass, B.M., & Jung, D.I. , Re-examining the components of transformational and transactional leadership using the Multifactor Leadership Questionnaire, 1999); (Avolio, B.J. & Yammarino, F.J. , 2002).

The 4 I's or transformational leadership can be plotted to crucial teamwork process elements in that way that to promoting team cohesion, developing skills of managing conflicts and communication among team.

Linkage between Team Performance and Transformational Leadership:

Though there are many research studies which has established a direct link among team performance and transformational leadership, (Kahai, S.S., Sosik, J.J., & Avolio, B.J., 2000); (Balthazard, P., Waldman, D., Howell, J., & Atwater, A., 2002), but there are very few research studies examining about the relation among team or leadership performance. Due to finding of previous research about proof of processes of teamwork like, management of conflict and cohesion enhancing functioning and team performance, (Sundstrom, E., DeMeuse, K.P., & Futrell, D., Work teams: applications and effectiveness, 1990); (Evans, C.R. & Dion, K.L. , Group cohesion and group performance: a meta-analysis, 1991).

In the past many concepts have linked many aspects of team performance with transformational leadership. This study discusses about improvement in multiple function process of team innovation, with the help of transformational leadership dependence, (Waldman, D.A., 1994), whereas, this study elaborated improvement in skills of team decision making through the transformational leadership use (Bass, B.M. & Avolio, B.J. , Improving Organizational Effectiveness Through Transformational Leadership, 1994) . Moreover, study gave a general concept that how transformational leadership can interconnect with and impact team elements like conflict management and cohesion, but authors not presented any testable and specific argument or hypothesis, (Atwater, D. & Bass, B.M., 1994).

Currently, some studies showed that transformational leadership can enhance performance of groups in that, they are crucial in conquering social idleness, (Kahai, S.S., Sosik, J.J., & Avolio, B.J., 2000), hence study gave report that personal one to one teams can demonstrate greater levels of transformational leadership and comparatively virtual teams not so much, (Balthazard, P., Waldman, D., Howell, J., & Atwater, A., 2002).

Therefore, there are works showing generating link between transformational leadership and team performance, (Yammarino, F.J., 1996), (Bass, B.M., 1990), but, relations of skill set and processes of team work not described clearly.

Additionally, the existing studies related with team or leadership performance, are basically putting light on leadership performance direct link, without any examination about the role of processes of team work on performance. Since, processes of team work are a necessary element of efficiency of team, (Sundstrom, E., DeMeuse, K.P., & Futrell, D., 1990), (Stevens, M.J. & Campion, M.A., 1994), their addition in a model of team or leadership performance is suitable. We are trying to examine the relation of team performance and leadership by exploring the role processes of team work play in link of transformational team or leadership performance.

As there are very vast usage of teams in all kinds of establishments, its fortunate time to integrate transformational leadership theory and team performance theory, (Salas, E., Dickinson, T.L., Converse, S.A., & Tannenbaum, S.I., 1992).

Linkage between Teamwork Processes and Team Performance:

The team performance and transformational leadership theorem based on statement that, along with direct connection of team performance and transformational leadership, (Kahai, S.S., Sosik, J.J., & Avolio, B.J., Effects of leadership style, anonymity and rewards in an electronic meeting system environment, 2000), (Balthazard, P., Waldman, D., Howell, J., & Atwater, A., 2002), particular areas of transformational leadership may create vital intermediate results and outcomes, which may positively impacting interpersonal processes of team, and team performance may be improved. This model was referred as partial mediation by (James, L.R. & Brett, J.M., 1984).

Prior to understanding the assumption showcasing the links among team performance and transformational leadership, it is very important to establish link among teamwork processes, like conflict management, communication and cohesion and entire team performance, elaborated by team relationship quality. The three teamwork processes are selected because of their earlier empirical, (Weaver, J.L., Bowers, C.A., Salas, E., & Cannon-Bowers, J.A., 1997); (Mullen, B. & Copper, C., 1994); (Montoya-Weiss, M.M., Massey, A.P., & Song, M., 2001); (Lovelace, K., Shapiro, D.L., & Weingart, L.R., 2001); (Evans, C.R. & Dion, K.L., 1991); (Campion, M.A., Papper, E.M., & Medsker, G.J., 1996), and conceptual, (Zander, A., 1994); (Swezey, R.W. & Salas, E., 1992); (Stevens, M.J. & Campion, M.A., The knowledge, skill and ability requirements for teamwork: implications for human resource management, 1994); (Oser, R., McCallum, G.A., Salas, E., & Morgan, B.B. Jr, 1989); (Dyer, W.G., 1995), linkages with duo team performance, and to a certain degree leadership, (Sosik, J.J., Avolio, B.J., & Kahai, S.S., 1997); (Carless, S., Mann, L., & Wearing, A., 1995).

Some authors accepted that there may be several other elements of teamwork processes affecting performance, but these were empirically justified and well developed teamwork processes, (Sundstrom, E., DeMeuse, K.P., & Futrell, D., Work teams: applications and effectiveness, 1990); (Mullen, B. & Copper, C., The relation between group cohesiveness and performance: an integration, 1994); (Evans, C.R. & Dion, K.L., Group cohesion and group performance: a meta-analysis, 1991).

Teamwork Processes:

Managing Conflict:

There are existence of conflicts when 2 or more members or groups in a group or groups are on disagreeing terms among selves. Conflict turns to injurious when tension in or among groups is up to so much extent that it bars members from sound thinking or from taking sound decisions, team performance and leadership, (Zander, A., 1994). All conflicts are not damaging, they will be beneficial, if it wakes up, members for adopting and thinking on alternatives directions of views and it stimulates for creativity in decision making and problem solving, (Zander, A., 1994); (Dyer, W.G., Team Building, 1987), (Dyer, W.G., Team Building: Current Issues and New Alternatives, 3rd ed., 1995). The outcome of conflict heavily depends upon the members of a team for resolving, controlling and managing a problem. Positive actions for management of conflict, like competition and collaboration affect positively on the performance of virtual team, (Montoya-Weiss, M.M., Massey, A.P., & Song, M., 2001). Greater level tasks relevant conflicts steer in enhancing satisfaction and team performance, (Jehn, K.A. & Chatman, J.A., 2000). As per these relationship among management of conflict and team performance and effectiveness, this proposition can be drawn that, positive team conflict management actions will predict positive team performance.

Prompt Communication:

Prompt and related feedback, open suggestions and enhanced listening are the elements indicating efficient functioning of team, (Dyer, W.G., Team Building, 1987). Easy and open communication is any group is crucial in accomplishing goals and finalizing daily regular activities of a team, (Zander, A., 1994). In the study, authors added communication as, one of the 7 basic classes, addressing principles and process of teamwork, hence can differentiate among efficient and inefficient teams, (Swezey, R.W. & Salas, E., 1992). Some authors observed that process features of the team, even communication, heavily relevant with team efficiency criteria in the study of many team design features. As per these relationship among communication and team performance and effectiveness, this proposition can be drawn that, prompt and open communication will predict positive team performance.

Greater Team Cohesion:

The degree up to which the members of a team are motivated to be present in the team indicates the cohesion, (Shaw, M.E., 1976). Greatly cohesive team has higher level of coordination among members, higher level of involvement in the activities of team and low level of absenteeism during the tasks completion, (Morgan, B.B. Jr & Lassiter, D.L., 1992). Additionally, one study reviewed research of group related cohesion of team with variables of team which included member connections, productivity and satisfaction, (Bettenhausen, K.L., 1991). In the study, authors added communication as, one of the 7 basic classes, addressing principles and process of teamwork, hence can differentiate among efficient and inefficient teams, (Swezey, R.W. & Salas, E., 1992). Team cohesion is noted also as a crucial motivational element impacting performance of team in previous studies, (Weaver, J.L., Bowers, C.A., Salas, E., & Cannon-Bowers, J.A, 1997), as well prior analysis concluded distinct impact of cohesion performance, (Mullen, B. & Copper, C., The relation between group cohesiveness and performance: an integration, 1994); (Evans, C.R. & Dion, K.L. , Group cohesion and group performance: a meta-analysis, 1991). As per these relationship among team performance and cohesion, this proposition can be drawn that, cohesion of team will predict positive team performance.

CONCLUSION:

This study was based on literature review methodology. In this study literature relevant with team performance, transformational leadership, teamwork processes were studied. After studying relevant literature study found that, conflict management, communication and cohesion are vital elements of teamwork processes. Some authors accepted that there may be several other elements of teamwork processes affecting performance, but these were empirically justified and well developed teamwork processes. Finally study concludes that, positive team conflict management actions will predict positive team performance, prompt and open communication will predict positive team performance and cohesion of team will predict positive team performance.

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CONFLICTS OF INTEREST:

This is to bring to your kind consideration that this research work has no conflicts of interest.

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